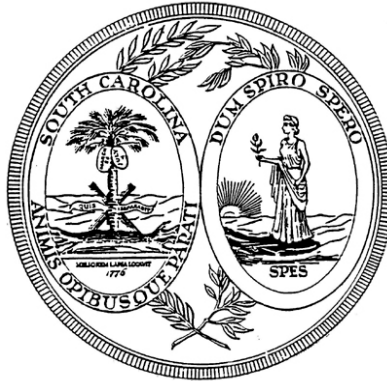


***STATE OF  
SOUTH CAROLINA***

***DEPARTMENT OF MOTOR VEHICLES***



***Agency Accountability Report***

***Fiscal Year 2004-05***

**September 15, 2005**

**Accountability Report Transmittal Form**

Agency Name: South Carolina Department of Motor Vehicles

Date of Submission: September 15, 2005

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## Section I – Executive Summary

### 1. Mission and Values

*DMV's mission is to support the Governor's efforts to promote economic growth, deliver cost effective and efficient services, enhance quality of life, and increase educational opportunity for the citizens of South Carolina.*

*DMV accomplishes this mission by administering South Carolina's motor vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.*

**Inherent in this mission are the following DMV values:**

- Promote economic growth in the state and among our employees
- Deliver cost effective and efficient services
- Enhance quality of life; Increase educational opportunity
- Administer laws fairly and equitably
- Improve service efficiency
- Improve service effectiveness
- Increase professionalism

### 2. Major Achievements from Past Year (Details reported in Section III, category 7)

- a. Piloted a program for counties to issue registrations and annual decals.
- b. Implemented fingerprinting and background checking of CDL drivers with hazardous material endorsements.
- c. Expanded web services for commercial customers.
- d. Developed requirements for implementing a program for electronic liens and titling.
- e. Expanded electronic vehicle registration by dealers
- f. Expanded program to administer driver knowledge tests through area high schools.
- g. Expanded centralized Motor Carrier Services and CDL test sites at strategic offices throughout the state.
- h. Maintained reduced statewide customer wait times.
- i. Implemented online social security check (S-Solve) for all CDL applicants.
- j. Institutionalized Saturday service hours
- k. Expanded outreach to non-English speaking customers
- l. Expanded the functionality of the Automobile Liability Insurance Reporting System (ALIR).
- m. Implemented statewide customer service, document fraud and diversity training for customer service representatives.
- n. Implemented phase I of employee classification and compensation plan

### 3. Key Strategic Goals for the Present and Future Years

- **Strategy 1.** Improve DMV products and services by exploring alternative methods of service delivery
- **Strategy 2.** Ensure customers receive timely, accurate and consistent service in a professional manner
- **Strategy 3.** Invest in employee development and accountability

- **Strategy 4.** Raise awareness of DMV organization, policies and services externally
- **Strategy 5.** Improve communications among employees
- **Strategy 6.** Maintain the integrity and validity of DMV's products, services and records to foster a program for continuous improvement
- **Strategy 7.** Maintain safe, professional and functional working facilities
- **Strategy 8.** Develop and maintain IT systems to support agency operations

**4. Opportunities and barriers that may affect the agency's success in fulfilling its mission and achieving its strategic goals.**

DMV became a separate cabinet-level agency on June 5, 2003, when Governor Mark Sanford signed the DMV Reform Act. The agency focused its strategic attention during the 03-04 fiscal year on its customers; most of the strategic initiatives undertaken and reported last year were geared towards providing exceptional customer services to the general public and major stakeholders and in improving communications with our external customers. During 04-05 fiscal year, we continued continuing to expand these external initiatives, while also increasing focus on our internal customers – our employees.

During fiscal year 04-05, DMV moved its headquarters operations to Blythewood, with no disruption to our customer service, and minimal disruption to our employees. A key element in meeting the agency's mission and goals is raising the professionalism and capacity of the agency's largest resource – its employees. Consequently, we have focused considerable resources in FY 04-05 on developing employees through training and expanding opportunities for career path advancement.

**5. Accountability Report Used to Improve Organizational Performance**

The Department of Motor Vehicles uses its mission and strategic plan throughout the year to chart its strategic course, and guide its tactical decisions. The accountability plan serves as our report card in how well we plan and how well we execute our plans. By comparing our actual results as reported in the accountability plan with our projected results, we can continue to improve our planning and execution activities.

## Section II – Business Overview

The Department of Motor Vehicles first served the citizens of South Carolina in 1917 as a division under the Department of Highways and Public Transportation. During government restructure in 1993, the division was removed from that agency and split between the Department of Revenue (DOR) and the Department of Public Safety (DPS). In 1996, the division was reunited under DPS and remained under that parent agency until June 5, 2003, when Governor Mark Sanford signed the DMV Reform Act, making DMV a stand-alone agency.

### Agency Staff

At the end of Fiscal Year 2004-05, DMV employed 1,098 permanent, 228 Temporary, and 6 Grant Funded positions, with 53 Vacancies, for a total of 1,385 employees.

### Operational Locations

All of the agency's headquarter operations were consolidated in the Blythewood complex during fiscal year 2004-05; headquarters operations were previously located in 4 different sites around the Columbia area. DMV also has 68 field customer service centers across the state:

Abbeville	Aiken	Allendale
Anderson	Bamberg	Barnwell
Batesburg	Beaufort	Belton
Bennettsville	Bishopville	Bluffton
Camden	Charleston (Ashley Oaks)	Charleston (Leeds Ave.)
Charleston (Lockwood Blvd.)	Charleston (Dealer Central)	Chester
Chesterfield	Columbia (Shop Rd.)	Columbia (Decker Mall)
Columbia (Dutch Plaza)	Conway	Darlington
Dillon	Edgefield	Florence
Fountain Inn	Gaffney	Georgetown
Greenville (Saluda Dam Rd.)	Greenville (Laurens Rd.)	Greenwood
Greer	Hampton	Irmo-Ballentine
Kingstree	Ladson	Lake City
Lancaster	Laurens	Lexington
Manning	Marion	McCormick
Moncks Corner	Mt. Pleasant (East Cooper)	Myrtle Beach
Myrtle Beach (Little River)	Newberry	North Augusta
Orangeburg	Pageland	Pickens
Ridgeland	Rock Hill (Hands Mill Rd.)	Rock Hill (York Cty Complex)
Saluda	Seneca	Spartanburg (Fair Forest Rd.)
Spartanburg (Southport Rd.)	St. George	St. Matthews
Sumter	Union	Walterboro
Winnsboro	Woodruff	

### Base Budget Expenditures and Appropriations

	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
<i>Major Budget Categories</i>	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$29,715,213	\$19,634,681	\$32,216,605	\$14,905,694	\$25,738,885	\$8,115,835
Other Operating	\$20,956,280	\$1,183,582	\$22,939,196	\$185,133	\$31,689,971	
Special Items	\$	\$	\$	\$	\$	\$
Permanent Improvements	\$32,543	\$	\$272,837	\$	\$	\$
Case Services	\$	\$	\$	\$	\$	\$
Distributions to Subdivisions	\$	\$	\$	\$	\$	\$
Fringe Benefits	\$8,874,924	\$6,067,996	\$9,944,192	\$4,851,720	\$7,498,498	\$2,737,751
Non-recurring	\$	\$	\$	\$		
<b>Total</b>	<b>\$59,578,960</b>	<b>\$26,886,259</b>	<b>\$65,372,830</b>	<b>\$19,942,547</b>	<b>\$64,927,354</b>	<b>\$10,853,586</b>

### Other Expenditures

Sources of Funds	02-03 Actual Expenditures	03-04 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$	\$

### Interim Budget Reductions

Total 03-04 Interim Budget Reduction	Total 04-05 Interim Budget Reduction
\$191,421	0

## Major Program Areas Chart

Major Program Areas				
Program Number and Title	Major Program Area Purpose (Brief)	FY 03-04 Budget Expenditures	FY 04-05 Budget Expenditures	Key Cross References for Financial Results*
	<b>Department of Motor Vehicles</b> (During FY04, the Department of Motor Vehicles was not broken out into different Major Program Areas).	<b>State:</b> 20,818,262.13 34.9% <b>Federal:</b> 526,615.50 0.9% <b>Other:</b> 29,359,158.67 49.3% <b>Total:</b> 50,704,036.30 <b>% of Total Budget:</b> 85.0%	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	
	<b>Contributions</b>	<b>State:</b> 6,067,995.87 10.2% <b>Federal:</b> 19,855.55 0.0% <b>Other:</b> 2,787,072.51 4.7% <b>Total:</b> 8,874,923.93 <b>% of Total Budget:</b> 15.0%	<b>State:</b> 4,851,720.00 7.4% <b>Federal:</b> 78,402.00 0.1% <b>Other:</b> 5,014,070.00 7.7% <b>Total:</b> 9,944,192.00 <b>% of Total Budget:</b> 15.2%	424 Report dated 8/5/05
I. Administration	Includes: Administrative Support Services, Communications and Constituent Services, General Counsel, Director's Office and agency Operations Support activities such as Planning, Policy and process development, Training and Change Management.	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	<b>State:</b> 1,853,319.00 2.8% <b>Federal:</b> 0.00 0.0% <b>Other:</b> 4,242,670.00 6.5% <b>Total:</b> 6,095,989.00 <b>% of Total Budget:</b> 9.3%	424 Report dated 8/5/05
IIA1. Customer Service Centers	Includes all 68 field offices, providing full range of customer services and products.	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	<b>State:</b> 7,354,191.00 11.2% <b>Federal:</b> 0.00 0.0% <b>Other:</b> 18,457,417.00 28.2% <b>Total:</b> 25,811,608.00 <b>% of Total Budget:</b> 39.5%	424 Report dated 8/5/05
IIA2. Customer Service Delivery	Includes all alternative customer service delivery centers at headquarters: Call Center, Mail In Titles and Registration, Alternative Media	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	<b>State:</b> 1,435,620.00 2.2% <b>Federal:</b> 0.00 0.0% <b>Other:</b> 3,351,305.00 5.1% <b>Total:</b> 4,786,925.00 <b>% of Total Budget:</b> 7.3%	424 Report dated 8/5/05
IIB. Procedures and Compliance	Includes: Compliance, Customer Records, Financial Responsibility, Dealer Licensing, Administrative Hearings, Document Review and Fraud Detection, Driver Improvement	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	<b>State:</b> 2,852,356.00 4.4% <b>Federal:</b> 0.00 0.0% <b>Other:</b> 2,220,288.00 3.4% <b>Total:</b> 5,072,644.00 <b>% of Total Budget:</b> 7.8%	424 Report dated 8/5/05



Major Program Areas				
Program Number and Title	Major Program Area Purpose (Brief)	FY 03-04 Budget Expenditures	FY 04-05 Budget Expenditures	Key Cross References for Financial Results*
IIC Motor Carrier Services	Maintains and enforces federal regulations to promote carrier safety, registration of carriers, compliance with the CDL standards for drivers. Regulates (CDL) third party tester program	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b>  <b>% of Total Budget:</b>	<b>State:</b> 213,902.00 0.3% <b>Federal:</b> 913,985.00 1.4% <b>Other:</b> 1,835,639.00 2.8% <b>Total:</b> 2,963,526.00  <b>% of Total Budget:</b> 4.5%	424 Report dated 8/5/05
IID. Technology and Product Development	Includes the development, enhancement and maintenance of computer systems used by the agency to deliver DMV products and services. Also includes the development of new technologies and system interfaces to provide DMV data/services to major stakeholders such as the insurance and financial industries, auto dealers, law enforcement, county government, etc.	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b>  <b>% of Total Budget:</b>	<b>State:</b> 1,381,440.00 2.1% <b>Federal:</b> 0.00 0.0% <b>Other:</b> 9,316,506.00 14.3% <b>Total:</b> 10,697,946.00  <b>% of Total Budget:</b> 16.4%	424 Report dated 8/5/05
		59,578,960.23	65,372,830.00	
		100.0 %	100.0%	

## **Key Customers Linked to Products and Services**

DMV provides more than 400 different products and services to the general public as well as to business and governmental entities such as insurance companies, financial institutions, county tax offices, law enforcement, vehicle dealers, legislature, judges and court administrators, federal and SC state agencies, other states and countries. Because DMV is focused on providing superior customer service, these products and services are delivered through multiple service channels, including face-to-face service in our customer service centers, mail-in and web services, and call center operations. Our web services are constantly expanding so that customers can avoid a trip to a local DMV office. Key customer products and services are detailed below:

- **Key Customer – General Public**

- **Representative Products:**

- **Driving Credentials** - More than 20 different types and functions of Driver's Licenses, Beginner's Permits and ID card credentials; **Titles** – original, duplicate, transfer, salvage and junk, lien processing; **Registration Certificates and Decals** – more than 10 different product types and functions; **Vehicle Plates** – 268 different vehicle plates, including regular and specialty plates; **Motor Vehicle Records** – 3 and 10-year driver records, title history, plate history and vehicle ownership history, accident reports, copies of uniform traffic tickets; **Other Customer Products** – permanent and temporary handicapped placards, temporary license plates, golf cart permits

- **Representative Services:**

- **Call Center** responds to customer inquiries, requests for information; **Ombudsman/Constituent Service Center** addresses customer concerns and complaints; **International Customer Service Centers** service international customers obtaining driving credentials; **Knowledge and skills test** administration for driving credentials, administered in our customer services centers and through area high schools; **Driver medical oversight**; **Administrative Hearings**; **Driver improvement** services, including at-risk driver review; **Processing of statewide driving documents**, including accident reports, court orders related to driver suspensions and clearances and Uniform Traffic Tickets.

- **Key Customer – Motor Carriers**

- **Products:** International Registration Plan Certificates and Certificates of Compliance
  - **Services:** Collection and administration of International Fuel Tax through International Fuel Tax Agreement (IFTA); Administration of Single State Registration System (SSRS) for Motor Carriers; CDL Third Party Tester audits; Administration of Certificate of Compliance (COC) program for Motor Carriers; New Entrant Program for new motor carriers; Exempt program for haulers of exempt commodities; disqualification and clearance of CDL licenses for violation of Federal Motor Carrier violations.

- **Key Customer – Dealers**

- **Products:** Vehicle titles, registration and tags for vehicles sold through dealers; Dealer Tags; Dealer Licenses
  - **Services:** Dealer licensing, inspection and oversight; Electronic Vehicle Registration Program – allowing dealer agents to provide DMV titling and registration products directly to customer.

- **Key Customer – Business Customers**

Our business customers include insurance companies, attorneys, financial institutions, information management commercial entities, commercial vehicle industry and employers.

- **Products:** driver records, vehicle history information, suspended and newly licensed driver information, accident reports, Uniform Traffic Tickets
- **Services:** Direct Access Network enabling commercial account customers to purchase DMV information; web services – DMV will provide web services to our commercial customers beginning in the fall of 2004; in spring 2005 DMV began routing all Direct Access Network customers through the state portal to access DMV services.

- **Key Customer – Law Enforcement and Judicial Entities**

- **Products:** driver records and history, driver photos, vehicle history information, suspended and newly licensed driver information, accident reports, Uniform Traffic Tickets.
- **Services:** Assistance with criminal investigations; Direct interface with SLED and Highway Patrol Systems allowing the interchange of driver and vehicle information; Response to requests for driver and vehicle information needed for criminal and civil court proceedings; Maintenance and reconciliation of Uniform Traffic Ticket Inventory for Highway Patrol and local law enforcement.

- **Key Customer – SC Counties**

- **Services:** Development and maintenance of interface with counties that enable transfer of vehicle information between counties and DMV; Biennial Renewal Program - Joint program between DMV and Counties enabling customers to pay county vehicle taxes and renew vehicle registration in one transaction; Development of web-based program enabling counties to issue registration renewal decals directly in county offices to mutual customers; Suspension of driver license and vehicle tags for non-payment of taxes

- **Key Customer – Other County, State and Federal Agencies**

- **Services:** Collection of vehicle sales tax and remission to SC Department of Revenue; Suspension and clearance of driver's license for non-payment of child support; Collection and maintenance of Alcohol and Drug Safety Program (ADSAP) information for DAODAS; Suspension and clearance of driver's license and tags for court-ordered civil proceedings related to accidents (non-payment of judgments, installment agreements, etc.); administration and reporting for Federal Motor Carrier Safety Administration; electronic interface with Social Security Administration for online verification of social security numbers of CDL applicants; providing DL application information to Bureau of Citizens and Immigration Services; collection and data entry of accident information for Highway Safety statistical reporting; collection of fingerprint and background application information on CDL Hazmat drivers for Transportation Safety Administration Security Threat Assessment program; providing applicant information to Selective Service; providing voter registration services for state and local Election Commissions; providing applicant information to courts for jury duty.

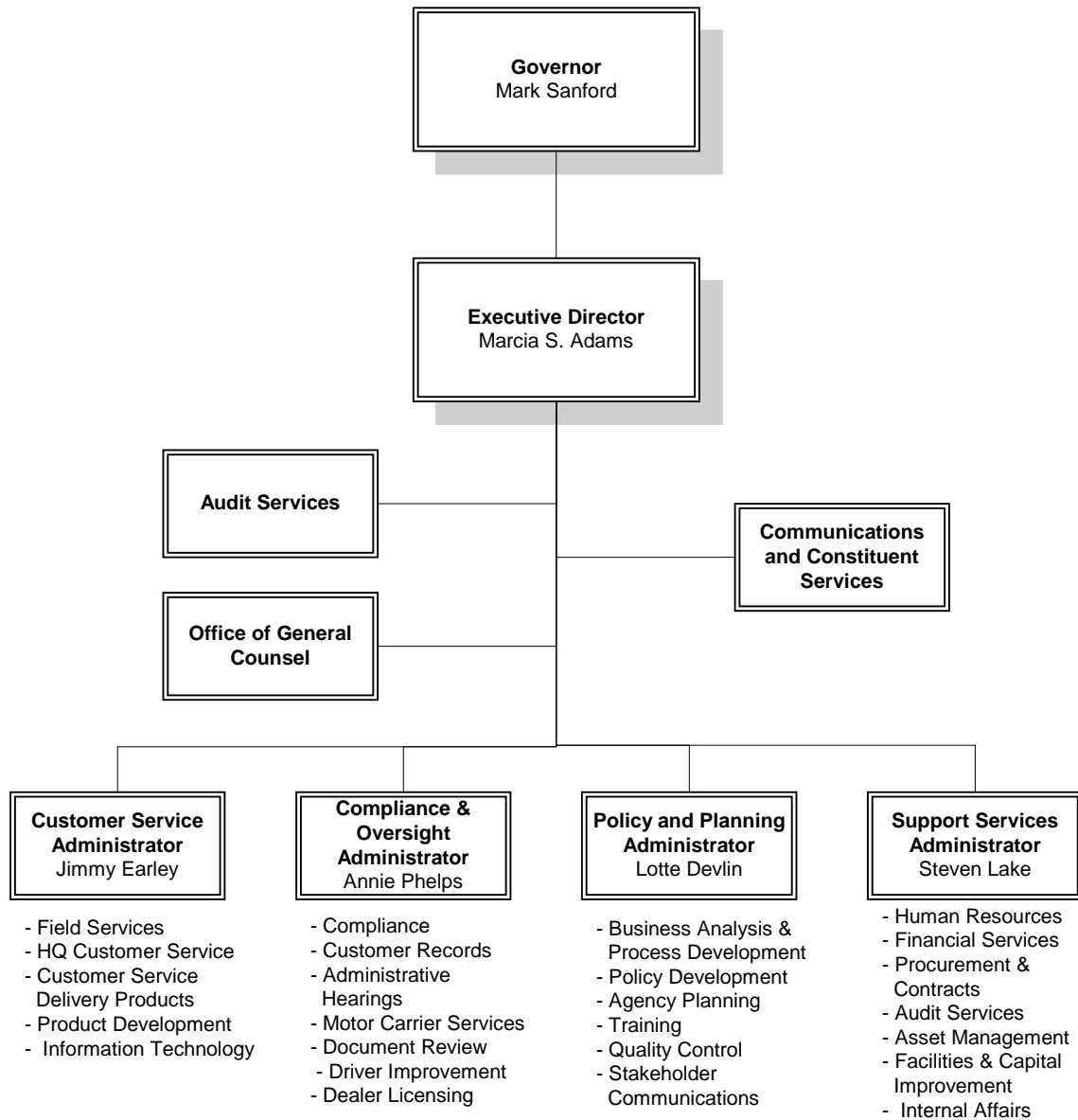
- **Key Stakeholders**

The agency's key stakeholders include law enforcement, insurance companies, financial institutions, public and private educational institutions, driving schools, commercial vehicle industry, automobile sales industry, the Governor's Office and General Assembly, federal, state and local government agencies.

- **Key Suppliers**

The key suppliers to the Department of Motor Vehicles include other state agencies; city, county and federal government; the judicial system; local, regional and national associations; eligible vendors and contractors; the legislature; law enforcement at the local, state and federal levels.

## Organizational Structure



## Section III - Category 1 – Leadership

### 1.1 Communicating Short and Long Term Direction

**Short and long term direction:** DMV senior leadership communicates the agency's short-term and long-term goals on an ongoing basis through interactive management meetings, employee presentations and in-house communication materials.

**Performance Expectations:** The high level organizational goals set through the strategic plan are operationalized by establishing priorities for each agency administration through weekly senior staff meetings attended by the Executive Director, Administrators and General Counsel (senior leaders). Senior leaders are responsible for communicating performance expectations to area managers. The agency utilizes the state's Employee Performance Measurement System (EPMS) to set individual employee expectations during the planning stage of the EPMS cycle. By openly discussing performance expectations with employees and supporting those goals with agency policy, DMV is building a strong foundation for the department.

**Organizational Values:** DMV's organizational values are made clear in the agency's mission statement and manifested through the agency's strategic plan. Senior leaders routinely hold employees accountable to these agency values, positively through rewards and recognition and negatively through disciplinary actions where warranted.

**Empowerment and Innovation:** With customer service as the number one goal of the agency, employees and management are encouraged to find new and more efficient ways of providing and improving service and operations. The Executive Director and senior staff encourage direct feedback from employees and elicit that feedback through employee focus groups, direct visits to field locations and an open email communication channel.

**Organizational and Employee Learning:** To demonstrate the agency's commitment to organizational and employee learning, the Policy and Planning Administration's primary mission is to provide to employees the tools through which they can deliver cost effective and efficient services to our customers, confidently, professionally and accurately. Inherent in this mission is ensuring that all agency policies and procedures are communicated to all employees, and that employees are instructed in the proper use of agency resources to deliver services to our stakeholders. Through the establishment of the agency's Training and Change Management section, the agency instituted a formalized program to train new employees, update employees on organizational changes affecting their work and develop future leaders in the organization. Policy and Planning is also responsible for maintaining the agency's intranet. A key learning tool is the weekly Operational Newsbreak online newsletter that details operational changes on a weekly basis.

**Ethical Behavior:** Ethical standards under which the agency operates are modeled by senior leadership and clearly communicated to employees through agency HR policies that are modeled after state OHR guidelines. The agency utilizes all disciplinary and performance system tools at its disposal to address and take action on unethical behavior.

### 1.2 Promoting Focus on Customers and Other Stakeholders

To maintain a customer-focused direction, DMV continually takes steps to obtain valuable customer feedback through customer surveys, constituent correspondence, telephone contact, and customer focus groups. Customer feedback is rated and logged to build a database of customer concerns and

praise. By continuously seeking feedback, DMV is better able to determine what works and doesn't work for the agency and its customers.

Likewise, the agency has established formal communications through regular monthly or quarterly meetings with stakeholders such as county officials, insurance industry representatives, law enforcement, and international customer advocates. In addition, agency senior leaders have established formal partnerships with other agencies such as the Department of Public Safety, the Department of Insurance, Department of Natural Resources, Department of Corrections and Department of Probation, Pardons and Parole in order to better serve our mutual stakeholders. Finally, agency leadership routinely meets with representatives from the dealer's association, banking establishments, legal community, law enforcement and commercial purchases of DMV information to determine methods of providing more and better services to these stakeholders.

As a direct result of this customer and stakeholder focus and in direct response to the feedback obtained from our stakeholders, DMV has developed and is expanding the capability to provide products and services through all service channels.

### **1.3 Maintaining Fiscal, Legal, and Regulatory Accountability**

Senior leaders ensure compliance with federal and state laws and regulations by establishing reporting mechanisms through which activities can be monitored. Our finance and budget offices ensure that fiscal controls are in place to prevent the misuse of agency financial resources. Area managers monitor employee transaction activity to ensure that employees are held to the highest ethical standards in the processing of work. The agency has formal policies, procedures and processes that detail the manner in which transactions should be performed in order to minimize the possibility for fraudulent activity. Our internal fraud unit actively searches for fraudulent activity both among our employees and among the public who seek to obtain our products through fraudulent means. DMV is also responsible for reporting compliance with federal and state mandates through annual reporting of compliance with Federal Motor Carrier Services Administration, OSHA, FLSA, EEOC guidelines. On the state level, DMV participates in annual accountability and budget reporting and regular reporting to the governor through cabinet meetings and reports.

### **1.4 Key Performance Measures Regularly Reviewed by Senior Leaders?**

Senior leaders routinely review office and online transactions, backlogs, wait times, call center activity and customer feedback tools to measure the agency's performance, responsiveness and customer service levels. The agency has implemented an accountability tracking program through which individual unit managers must respond to reports of unsatisfactory customer service, transaction processing, or excessive backlogs. Managers are charged with providing explanations as well as for developing action plans that address specific measures to be taken to prevent future occurrences of performance shortcomings.

### **1.5 Using Organizational Performance Review Findings and Employee Feedback**

Through use of accountability reporting, senior leaders can monitor and respond to trends indicating systemic rather than individual performance problems. For example, as a result of accountability reporting, senior leaders have determined needs for additional manager and employee training, and have embarked on developing a new training curriculum. Similarly, senior leaders have identified a need for more timely communications with managers and employees regarding changes affecting operations. As a direct result of this need, the agency has implemented an employee intranet

through which employees can gain information regarding current and prospective initiatives, policies, procedures and processes.

### **1.6 Potential Impact of Products and Services on the Public**

DMV affects the lives of nearly every citizen in South Carolina. We can begin providing services to an individual as early as age five and continue to provide services for the remainder of that individual's life. Because of DMV's high impact on the public, senior leaders regularly monitor DMV's service capabilities and customer feedback. DMV monitors customer feedback through the constituent services process and fraud detection measures. Customer surveys are collected and random transaction audits are performed to measure accountability and locate points of concern. South Carolina law mandates DMV policy and the agency maintains strict guidelines for business processes to ensure agency compliance. The agency also employs full-time staff attorneys to offer legal interpretations of the law and guidance for agency compliance.

DMV has also developed the Office of Communications and Constituent Services to respond directly to customers, members of the General Assembly, the Governor, the Lieutenant Governor, and members of the media.

### **1.7 Setting and Communicating Key Organizational Priorities**

Senior leaders are active participants in the strategic planning process and act as team leaders for the activities and tasks that support the process. They are responsible for communicating the strategic plan to managers and employees, ensuring that goals are met and that tasks are completed. Senior leaders meet weekly to discuss their progress and report any issues that need to be addressed by top management.

### **1.8 Supporting and Strengthening the Community**

Our mission is aimed at taking the service to the customer rather than bringing the customer to a DMV office. This focus allows our customers to be more productive in their daily lives, by spending less time obtaining DMV services. All senior managers are involved in some activities to support and strengthen the agency and state community and the community at large. Senior managers routinely serve as guest speakers at state and national trade organizations, and serve on intra-agency committees and task forces aimed at providing shared services to mutual constituencies. Specific examples include: Executive Director is on the regional board of American Association of Motor Vehicle Administrators; a senior DMV leader attends all SC Association of County Auditor and Treasurer meetings; senior leaders have spoken at the insurance industry trade organizations' annual meetings; senior leaders serve on the SC Automated Ticketing Task force, aimed at streamlining the collection and transmission of traffic citation and accident data. In addition, the agency sponsors outreach programs to area high schools, conducts customer focus groups aimed at improving DMV service, and has developed a formal channel of communications with our international citizens through our Foreign Citizen Task force. All senior leaders are involved in various community and volunteer activities. DMV also encourages employees to participate in various community activities across the state. Priorities are determined by the agency's ability to participate and make valuable contributions. Specifics are listed in Category 5.



## Section III - Category 2 – Strategic Planning

### 2.1 Strategic Planning Process

The agency's strategic plan was developed as soon as DMV became its own agency in June of 2003. The Executive Director and senior leaders met in a series of planning meetings to formulate an agency mission and develop the plan. At the beginning of each fiscal and calendar year, senior staff reviews key strategies and validates the agency's mission:

*DMV's mission is to support the Governor's efforts to promote economic growth, deliver cost effective and efficient services, enhance quality of life, and increase educational opportunity for the citizens of South Carolina.*

*DMV accomplishes this mission by administering South Carolina's motor vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.*

DMV identified the key values guiding our strategic direction:

- Promote economic growth;
- Deliver cost effective and efficient services;
- Enhance quality of life;
- Increase educational opportunity;
- Administer Laws;
- Improve service efficiency;
- Improve service effectiveness;
- Increase professionalism

Incorporating these elements, we designed eight agency strategic objectives that serve as the basis for our action plans. At the semi-annual review, each strategy is validated against the values inherent in our mission to ensure compatibility. Each of the strategies specifically addresses the accountability measure requested in this section of the planning process, as detailed in the next section.

The agency's key strategies remained unchanged in fiscal 2004-05.. All agency actions are geared towards achieving these eight strategic objectives.

### 2.2 Key Strategic Objectives

The following key strategic objectives are tied back to the accountability measures of the previous section, and are linked to specific program areas in the Strategic Planning Chart.

- **Strategy 1.** Improve DMV products and services by exploring alternative methods of service delivery (*a. Customer needs and expectations; e. Supplier/contractor/partner capabilities and needs.*)
- **Strategy 2.** Ensure customers receive timely, accurate and consistent service in a professional manner (*a. Customer needs and expectations; c. Human resource capabilities and needs; d. Operational capabilities and needs*)
- **Strategy 3.** Invest in employee development and accountability (*c. Human resource capabilities and needs; d. Operational capabilities and needs*)
- **Strategy 4.** Raise awareness of DMV organization, policies and services externally (*a. Customer needs and expectations; e. Supplier/contractor/partner capabilities and needs.*)

- **Strategy 5.** Improve communications among employees (*c. Human resource capabilities and needs; d. Operational capabilities and needs*)
- **Strategy 6.** Maintain the integrity and validity of DMV's products, services and records to foster a program for continuous improvement (*b. Financial, regulatory, societal and other potential risks*)
- **Strategy 7.** Maintain safe, professional and functional working facilities (*a. Customer needs and expectations; b. Financial, regulatory, societal and other potential risks; c. Human resource capabilities and needs;; d. Operational capabilities and needs*)
- **Strategy 8.** Develop and maintain IT systems to support agency operations (*a. Customer needs and expectations; b. Financial, regulatory, societal and other potential risks; c. Human resource capabilities and needs; d. Operational capabilities and needs*)

### 2.3 Developing and Tracking Action Plans that Address Key Strategic Objectives

All active strategic initiatives are assigned a project team leader who reports to one of the agency's senior leaders. Team leaders are responsible for developing a project plan, enlisting an implementation team, ensuring that milestones are met, and reporting progress to the responsible senior leader. Senior leaders report progress on key projects in weekly staff meetings. In the 2004-05 fiscal year, DMV instituted a series of monthly strategic planning workshops. The objectives of the workshops include team building, project management training, and project tracking. Through these planning sessions, DMV is pushing the strategic vision down into the middle management levels of the agency.

### 2.4 Key Action Plans/Initiatives

In FY 04-05, DMV planned and successfully implemented a number of key initiatives, which are reported on the Strategic Planning Chart below. The agency continued its primary strategic focus on improving service to our external customers under strategies 1, 2, 4 and 6. The key strategic focus was to bring services to customers, rather than forcing the customer to make a trip to DMV office to conduct business. Consequently, we utilized technology to continue expansion of our service delivery.

In FY04-05, however, we also added particular focus on developing our employees and improving employee communications, through operationalizing components of strategies 3 and 5. We also launched key initiatives aimed at upgrading our facilities and technical infrastructure (Strategies 7 and 8). Details of specific initiative results are reported in Category 7.

Because the FY05 budget was developed before the reorganization of the department, the budget program areas do not always correspond with our current organizational structure as reflected in the organizational chart provided in Section II. Organizational unit is shown in parentheses below with the following abbreviations:

CSA: Customer Service Administration; COA: Compliance and Oversight Administration; PPA: Policy and Planning Administration; SSA: Support Services Administration; CCSA: Communications and Constituent Services Administration

## Strategic Planning Chart

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04-05 Key Agency Action Plan/Initiative(s)	Key Cross Reference for Performance Measures
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)	Strategy 1. Improve DMV products and services by exploring alternative methods of service delivery	a. Expand web services for commercial, government and law enforcement customers	7.2.1.1
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		b. Expand Electronic vehicle registration by Dealers	7.2.1.2
IIB. Procedures and Compliance (COA)		c. Expand pilot for administration of knowledge tests in high schools	7.2.1.3
IIC Motor Carrier Services (COA)		d. Expand Centralized Motor Carrier Services to Dillon and Kingstree offices	7.2.1.4
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		e. Pilot county issuance of registration renewals.	7.2.1.5
IIA1.Customer Service Centers (CSA)	Strategy 2. Ensure customers receive timely, accurate and consistent service in a professional manner	a. Maintain reduced wait times in field offices.	7.2.1.6
IIA1.Customer Service Centers (CSA)		b. Institutionalize Saturday work program.	7.2.1.7
I. Administration (CCSA)		c. Provide methods of eliciting customer feedback and measuring customer satisfaction from representative sample of all customers utilizing DMV services.	7.1
I. Administration (PPA)		d. Develop and implement formal customer service training program for work units throughout the organization	7.2.1.8
I. Administration (SSA)	Strategy 3. Invest in employee development and accountability	a. Revise EPMS review	7.2.1.9
I. Administration (PPA)		b. Implement Manager Training program.	7.2.1.10
I. Administration (SSA)		c. Develop and implement employee career path compensation plan	7.2.1.11
IIB. Procedures and Compliance (COA) I. Administration (PPA)	Strategy 4. Raise awareness of DMV organization, policies and services externally	a. Expand outreach to non-English speaking customers	7.2.1.12
I. Administration (CCSA, PPA)		b. Conduct education campaign on implications of new Automobile Liability Reporting System.	Conducted PR campaign with posters, brochures, bulletins and Public Service announcements to inform insurers and customers of changes.

<b>Program Number and Title</b>	<b>Supported Agency Strategic Planning Goal/Objective</b>	<b>Related FY 04-05 Key Agency Action Plan/Initiative(s)</b>	<b>Key Cross Reference for Performance Measures</b>
I. Administration (PPA)	Strategy 5. Improve communications among employees	a. Implement and support DMV intranet to improve employee/management communications	7.2.1.13
I. Administration (CCSA)		b. Develop program for receiving and responding to employee suggestions and requests	7.4
IIC Motor Carrier Services (COA)	Strategy 6. Maintain the integrity and validity of DMV's products, services and records	LiveScan background check and fingerprinting program for CDL holders seeking Hazardous Materials endorsements	7.2.1.14
IID. Technology and Product Development (CSA) IIB. Procedures and Compliance (COA)		Implement and support Automobile Liability Reporting System to detect uninsured motorists	7.2.1.15
IIB. Procedures and Compliance (COA)		Expand fraud detection and investigation capacity as well as provide appropriate security systems to ensure data protection and integrity	7.2.1.16
I. Administration (SSA)	Strategy 7. Maintain safe, professional and functional working facilities	Complete DMV Headquarters move to Blythewood Building	During fiscal year 04-05, DMV moved more than 500 employees from the Park St. offices to our new HQ in Blythewood
IID. Technology and Product Development (CSA)	Strategy 8. Develop and maintain IT systems to support agency operations	Develop wireless capabilities for mobile employees (examiners, dealer agents, hearing officers, trainers)	Blythewood HQ, dealer agents and hearing officers now have wireless network access.

In FY 05-06, DMV's focus continues to be providing superior customer service. Our focus on improving service delivery methods and outreach will continue in FY 05-06, with several new initiatives. However, we will increase our focus in this fiscal year on providing our employees with the tools needed so that they can continue to provide the superior level of service we strive for in this agency. Key initiatives in this area are aimed at increasing employee development and accountability. This chart will serve the basis for FY 06 accountability.

## Future Strategic Initiatives

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04-05 Key Agency Action Plan/Initiative(s)	Anticipated Performance Measures
IID. Technology and Product Development (CSA)	Strategy 1: Improve DMV products and services by exploring alternative methods of service delivery	Select vendor and begin program for outsourced plate production and registration fulfillment services.	Customers receive transaction within 7 business days and the agency realizes an overall efficiency savings of \$1,500,000
IIB. Procedures and Compliance (COA)		Expand program for administration of knowledge tests in high schools	Add additional schools to program. Investigate electronic testing opportunities
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		Solicit external vendors to conduct full scale analysis of Call Center operations	Develop program to improve customer service through call center.
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		Expand services available through public website.	Provide access to accident and uniform traffic ticket information.
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		Expand services available to commercial customers.	Develop vehicle history products.
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		Complete pilot for printing and issuing registration certificates and decals by counties at the time of payment of property taxes.	Add pilots for Clarendon, Richland, Anderson and Georgetown counties.
IIC Motor Carrier Services (COA)		Expand IFTA and IRP transaction capability statewide	Expand to 6 additional sites
I. Administration (CCSA)	Strategy 2. Ensure customers receive timely, accurate and consistent service in a professional manner	Expand New Employee Training.	Develop and deliver expanded 2-phase new employee training program.
I. Administration (PPA)		Develop and implement formal customer service training program for work units throughout the organization	provide Customer Service training to 100% of customer facing employees
I. Administration (PPA)		Design and implement process improvements to increase efficiency and/or effectiveness of service	Measure accuracy of 10 most frequent customer transactions (Original DL, renewal DL, adding CDL endorsements, conducting and recording knowledge/skills tests, title and registration from MCO, title and registration of leased vehicles, registration renewal, name and address changes, clearing reinstatement requirements and fees). These transactions account for more than 70% of all direct customer transactions

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04-05 Key Agency Action Plan/Initiative(s)	Anticipated Performance Measures
I. Administration (SSA)	Strategy 3. Invest in employee development and accountability	Revise EPMS review	Establish Agency-wide Universal Review Date; implement short year review and move employees to universal date.
I. Administration (PPA)		Expand Manager Training program.	Train 100% of all department managers by in basic transaction reconciliation and fundamental Human Resources areas such disciplinary action, hiring practices, etc.
I. Administration (SSA)		Develop and implement employee career path and compensation plan.	Establish Career Path levels and proficiencies.
I. Administration (PPA)		Develop agency-wide training curriculum aimed at developing employees.	Develop comprehensive employee training program tied to developing career path proficiencies.
IID. Technology and Product Development I. Administration (CCSA)	Strategy 4. Raise awareness of DMV organization, policies and services externally	Develop and implement new public website.	Increase navigability make site more user friendly.
IIB.Procedures and Compliance (COA)		Expand outreach to non-English speaking customers	Provide Spanish language Website. Expand availability of international customer sites.
IIB.Procedures and Compliance (COA)		Partner with DOC and PPP to develop prisoner reentry ID program	Provide outreach program to process eentrant IDs annually.
I. Administration (PPA)	Strategy 5. Improve communications among employees	Develop and implement crisis communication plan	Develop plan and train employees in its use.
IIC Motor Carrier Services (COA)	Strategy 6. Maintain the integrity and validity of DMV's products, services and records	Assure that department policies and procedures are in compliance with federal Motor Carrier and CDL mandates and regulations	Develop and implement requirements for compliance with Motor Carrier Safety Improvement Act
		Ensure that SC is in compliance with Federal driver's license mandates	Define requirements for Real ID Act
IIB. Procedures and Compliance (COA)		Improve communications between courts and DMV	Implement electronic transmission of uniform traffic ticket information.
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		Implement pilot program for electronic liens and titling	Within 12 months of implementation, reduce costs for printing and mailing of paper titles by 15%, increase integrity of lien information.
IIB. Procedures and Compliance (COA)		Expand fraud detection and investigation capacity as well as provide appropriate security systems to ensure data protection and integrity	Implement program to conduct system verification of social security numbers for 100% of first time issuance of beginner's permits, driver's licenses and ID cards.
IID. Technology and Product Development (CSA) IIB. Procedures and Compliance (COA)		Expand ALIR system capabilities	Pilot verification of insurance at registration. Implement mandatory electronic compliance reporting.
I. Administration (SSA)	Strategy 7. Maintain safe, professional and functional working facilities	Develop agency OSHA program.	Achieve 100% compliance with all OSHA guidelines and inspection requirements.
IID. Technology and Product Development (CSA)	Strategy 8. Develop and maintain IT systems to support agency operations	Expand web services capabilities as preferred platform for data interchange	Migrate all existing mainframe interfaces with counties to web services.

## **2.5 Communicating and Deploying Strategic Objectives, Action Plans and Performance Measures**

DMV has not formally involved external stakeholders in the development or dissemination of the strategic plan, and it is not yet available on the internet. Internal communications have focused on top-down distribution through administrators to their line managers. Part of our strategic initiatives for the coming year include improving internal communications of our strategic plan and its associated action plans and performance measures to front line employees.

## **2.6 Online Strategic Plan**

The agency's strategic plan is not online.

## **Section III - Category 3 – Customer Focus**

### **3.1 Key Customers and Stakeholders**

DMV defines a customer as any individual or entity that contacts the agency for information or service. This definition includes the general public, business customers, law enforcement, members of the General Assembly, the Governor, the Lieutenant Governor, and other state and federal agencies. Key requirements for these customers are based on the type of transaction or information they are seeking. DMV provides licensing services for drivers, registration and titling services for vehicles, and research and information services for law enforcement and business customers. Because of the many types of services DMV provides, the agency has more contact with South Carolina citizens than most other state agencies and that contact is generally maintained throughout that customer's life.

### **3.2 Meeting Changing Needs**

DMV continually monitors customer feedback obtained through web contact in the Alternative Media Unit, correspondence and telephone calls received through the Office of Communications and Constituent Services, telephone calls received through the DMV Call Center, and customer survey forms. Data collected through these means is logged and tracked through completion. This data is used to identify problems and concerns, recognize service excellence, and report solutions to issues affecting all customers.

### **3.3 Using Customer/Stakeholder Feedback**

DMV uses customer and stakeholder feedback as a barometer for agency performance. The agency maintains close contact with its customers and stakeholders to ensure the collection of vital information needed to improve services. The DMV website solicits customer feedback through an online survey, making it easier for customers to voice their opinions and offer suggestions. Agency officials meet regularly with key stakeholders to resolve issues and improve services. Both customer and stakeholder feedback play an important role in agency decision-making regarding policy and processes. Information collected from customers and stakeholders is used to determine service trends, enhance employee training, address agency communication needs, and develop policies and processes. This type of feedback is a valuable resource for developing a better understanding of customer and stakeholder needs.

### **3.4 Measuring Customer Satisfaction**

DMV measures customer satisfaction through branch office surveys, online surveys and customer contact. The DMV Communications and Constituent Services Office monitors customer contact and tracks both positive and negative feedback received from customers. Each customer inquiry is tracked from the moment it is received until the customer response is complete. Tracking this information, along with customer service surveys, enables DMV to identify problems and solutions regarding agency policies and procedures, employee training and information disbursement. By monitoring customer feedback, DMV can also better determine the public's response to service improvements and employee interaction. In the past fiscal year DMV also commissioned the University of South Carolina Institute for Public Service and Policy Research to conduct a customer satisfaction survey. Results are reported in Category 7.



### **3.5 Building Positive Relationships**

DMV's focus on quality customer service and "personal touch" has helped the agency build positive relationships with both customers and stakeholders. The agency takes every opportunity to communicate positively with customers, listen to their concerns and provide assistance that is valuable to the customer. DMV employees are encouraged to "go the extra mile" and DMV management is empowered to seek special services for customers who may benefit from intervention or special consideration in regards to DMV policy. DMV frequently makes personal contact with customers who have difficulty understanding requirements or who report inadequate action on the part of the agency.

DMV frequently participates in stakeholder meetings, conferences and special events to address their needs and concerns. DMV meets with the South Carolina Auditors, Treasurers and Tax Collectors (SCATT) monthly to discuss ways the agencies can work together to provide better services to SC citizens. DMV established a County Hotline to provide county officials with an immediate response to their concerns. The agency is also piloting registration and decal issuance in county offices.

DMV has partnered with members of the insurance industry to develop an automated liability insurance reporting system that will allow insurance companies to report mid-term policy cancellations online rather than manually.

## **Section III - Category 4 – Measurement, Analysis and Knowledge Management**

### **4.1 Determining Measurable Operations, Processes and Systems**

Up until now, the operations, processes and systems measured have been largely a function of the reporting means available through our existing financial and transaction processing systems. As a result, existing measures have focused on collection and distribution of revenue, measuring customer wait times in offices with automated customer management systems (Q-matic) and measuring the volume of transactions. With the recent implementation of our agency's Phoenix transaction processing system the opportunities for not only measuring volumes but also transaction efficiency and effectiveness have increased substantially. Consequently, a key initiative for the coming year is to develop a management reporting and monitoring system that allows us to measure not only how many transactions we process, but also to determine efficiency measures (processing times for key transactions) and effectiveness measures (accuracy of transactions processed, reduced return visits). Since we are providing multiple methods of service delivery, effectiveness measures will become increasingly important in future planning of new customer service delivery options.

### **4.2 Key Measures**

Current key measures used by the Department of Motor vehicles in making choices and decisions effecting the Agency and the citizens of South Carolina include the following:

- Number of customer service windows staffed daily per field office
- Customer wait times per field office
- Total number of customer transactions performed daily per field office
- Total number of online transactions performed daily
- Total phone calls received in call center
- Backlog volume
- Total number of customer complaints per field office
- Total revenue received and expenses incurred for selected periods
- Total products delivered

### **4.3 Ensuring Data Integrity, Timeliness, Accuracy, Security and Availability**

The Department of Motor Vehicles ensures data integrity, timeliness, accuracy, security and availability over all DMV data and information. The DMV database is accessible only through the use of authorized log-in and password features. Additionally, audit trails are maintained to identify all users accessing the system. Multiple edits and validations have been integrated into the system to ensure all required data is obtained based on the specific transaction processed. Through internal testing of software maintained in its database and interaction with software vendors regarding virus deterrence and firewall development, data protection and availability is ensured to DMV management. DMV continuously focuses on information technology to ensure data is accurate and is provided to management in a timely manner.

The system automatically produces transaction reports on a daily, weekly or monthly basis that are readily available for management review of performance. In the coming

year, we aim to significantly expand and formalize the management reporting and review system to increase our ability to measure operation efficiency and effectiveness.

#### **4.4 Using Data/Information Analysis**

The agency utilizes various measurement tools including transaction volumes by office, statewide demographic projections and customer feedback to chart strategic goals in conjunction with mission objectives. DMV data is also used internally and by external stakeholders and customers to determine statewide statistics such as uninsured motorist activity, driver offenses and vehicle registration trends. The availability of this data has led to several key DMV initiatives: partnering with the insurance industry in developing the South Carolina Automated Liability Insurance Reporting system; providing dealers with ability to issue DMV titling and registration products; piloting a program with key counties in SC allowing counties to issue registration decals. All data sources used to collect information regarding driver and vehicles related issues are actively used by DMV management personnel and outside sources as allowed by law to make decisions and choices. This same information is provided in a timely manner to all legislative bodies requesting such data. DMV plans on significantly expanding its data collection and reporting capabilities during FY 05-06.

#### **4.5 Selecting and Using Comparative Data**

DMV has ready access to benchmarking tools from other states that are then used by the agency to determine its own performance. Specific agencies that provide comparative statistics include: American Association of Motor Vehicle Administrators (AAMVA), National Highway Traffic Safety Administration (NHTSA); Federal Motor Carrier Safety Administration (FMCSA).

#### **4.6 Managing Organizational Knowledge**

The Department of Motor Vehicles recently established a Policy and Planning Administration whose mission is to provide employees with the most updated DMV policies, procedures and business processes. Within the Policy and Planning Administration, the Training and Change Management section is charged with determining the best means for delivering training updates, whether through formalized classes or through written training directives. By formally documenting and providing easy access to all policies, procedures, processes and training directives, DMV is ensuring that valuable corporate knowledge is not lost as long term employees leave the agency.

Training and Change Management is also charged with developing and overseeing or delivering all agency training curricula. Through establishing a regular training curriculum, DMV employees are kept abreast of all system and procedures changes along with changes in statute. Additionally, employees are provided the opportunity to share with management all systems related concerns and customer issues so that changes can be made if deemed necessary.

## **Section III - Category 5 – Human Resources**

### **5.1 Motivating Employees**

DMV has developed a comprehensive employee career path based on employee knowledge and skills. The career path gives employees the opportunity to advance and feel more confident about their future with the agency. Due to budget limitations, funding to support the career path has not been available.

DMV has developed a Rewards and Recognition Program that is both meaningful to agency employees and beneficial to the organization. The program, which is based on the agency mission and strategic plan, will create a comprehensive and achievable rewards program that will help the agency improve morale and develop a more positive workforce. By promoting and rewarding higher standards of performance, DMV is redefining agency ideals and assuring employees of their value in the organization. The “return on recognition” will be in form of improved customer services, decreased wait times and backlogs, and reduced customer and employee complaints. Developing a formal recognition program will bring employees together and encourage them to embrace positive change that will make DMV a stronger, more productive organization.

DMV holds regular branch manager meetings to ensure proper communication and compliance in field offices. DMV managers are encouraged to hold regular employee meetings to develop a feedback mechanism between employees and managers.

DMV also supports division-wide communications and encourages employees to submit their ideas and news for the “DMV Motorvator,” the division’s newsletter, which is sent to employees monthly via e-mail. Employees also receive the “Kudos Count!” newsletter highlighting positive customer feedback for DMV employees.

### **5.2 Key Developmental and Training Needs Identification**

The Training and Change Management Office was established to develop and provide a full complement of training opportunities for DMV employees that includes both process and career-enhancement training. DMV also provides a comprehensive new employee orientation and transaction processing training to every new employee in the agency.

### **5.2 EPMS Supporting High Performance**

Employees are formally evaluated on an annual basis with one informal evaluation occurring at mid-year to establish high performance standards and a strong work ethic. DMV encourages employee development and involvement in planning and performance reviews and supervisors are encouraged to communicate performance expectations throughout the review period through discussion and informal reviews. Employees may attach written statements or rebuttals to the EPMS form for review by upper management and Human Resources.

Even though our performance measurement system is in place, we realize that not all managers utilize the system consistently. Effective August 17, 2005, the agency adopted a universal review date for its performance evaluation system that will allow managers to more effectively compare the performance of their employees with one another.

#### **5.4 Employee Well-Being and Satisfaction**

DMV held several Employee Focus Groups to obtain feedback regarding employee satisfaction. Employees are also encouraged to voice their opinions and share their ideas and suggestions through the DMV Communications and Constituent Services Office and the Office of Human Resources. The DMV Office of Human Resources also reviews all exit interviews returned by employees to determine employee satisfaction and identify any problem areas.

At the end of FY04-05, the agency developed a formal employee feedback program to receive, track and respond to employee suggestions for operational and administrative improvements.

#### **5.5 Maintaining Safe and Healthy Work Environment**

DMV is committed to providing a safe and healthy work environment for all employees, and its commitment is evidenced in Strategy 7 of the agency's strategic plan: Maintain safe, professional and functional working facilities. Through office inspections, DMV ensures compliance with OSHA, ADA and indoor air quality standards. Employees are encouraged to report safety concerns and conditions that may constrict their job performance.

For FY 04-05 the agency plans to expand its safety inspection program to include an employee safety committee aimed at mitigating safety issues. The agency has also developed a comprehensive facilities maintenance and upgrade plan and is preparing an agency-wide disaster recovery plan. DMV has also installed security cameras in many offices and will continue to upgrade additional offices with these features to ensure the safety of our employees.

#### **5.6 Community Involvement**

DMV encourages employees to participate in various community activities across the state. Priorities are determined by the agency's ability to participate and make valuable contributions.

**Carolina Children's Home** - DMV headquarters employees answered the "wish lists" and purchased Christmas gifts for 31 children housed at the Carolina Children's Home in Columbia.

**Ellen Hines Smith Girls Home** - A Spartanburg DMV Office (21 employees) provided Christmas gifts to 22 teenage girls at the Ellen Hines Smith Girls Home.

**United Way Campaign** - DMV employees donated over \$3,000 to the United Way.

**Red Cross** - DMV employees donated \$3,211 to the Red Cross for victims of the tsunami victims. During a headquarters blood drive in April 2005, 32 DMV employees donated blood. Many DMV employees are also regular blood donors. In addition, many of DMV's special plate fees are distributed to educational, non-profit and civic groups, and represent a significant source of income for these entities.

**Gift of Life Trust Fund** - DMV collected \$80,930.29 in donations for the Gift of Life Trust Fund in FY 04-05.

## Section III - Category 6 – Process Management

### 6.1 Key Processes that Produce, Create or Add Value

The Department of Motor Vehicles has developed a network of key design and delivery processes for the products and services it provides to its employees and citizens of the state. These key processes are based upon the Agency's mission and the major strategic goals of management and are defined as delivering services directly to external customers. Key processes are delivered across multiple program areas and distribution channels, and utilize various technologies to provide value to our customers. Through direct contact and input from user groups and constituent-based surveys of customers that use the products and services of these delivery processes, the DMV is able to maintain changing customer and legislative requirements.

The chart below shows our key processes broken out by program area:

Program Area	Service Channel	Key Processes
Customer Service Centers	Geographically distributed face-to-face customer service centers	<ul style="list-style-type: none"> <li>• Issue Driving Credentials and ID Cards</li> <li>• Process International Customer Driver Services (16 offices throughout the state)</li> <li>• Issue Titles</li> <li>• Process lien information</li> <li>• Issue Vehicle Registration Credentials</li> <li>• Clear driver and vehicle Reinstatement Requirements</li> <li>• Administer driver knowledge and skills tests</li> <li>• Provide Motor Vehicle Records</li> <li>• Issue IFTA and IRP credentialing to Motor Carriers (3 offices, to be expanded to 10)</li> <li>• Issue and Renew Dealer Licenses</li> <li>• Process customer change requests</li> <li>• Provide information and documents</li> </ul>
Customer Service Delivery	Web-based transactions, mail in transactions, automated interface transactions, Customer Call Center	<ul style="list-style-type: none"> <li>• Issue duplicate and renewal driving credentials and ID cards</li> <li>• Process requests for driver and vehicle records</li> <li>• Issue titles and process title lien requests</li> <li>• Perform title and vehicle research</li> <li>• Perform driver record research</li> <li>• Oversee biennial registration and process exceptions</li> <li>• Respond to customer requests for information</li> </ul>
Compliance and Oversight	Mail in, face to face customer service; site visits to dealers, trucking companies, etc., face – to-face hearings, mail in hearing requests	<ul style="list-style-type: none"> <li>• Maintain driver record information from courts (uniform traffic tickets, court orders, etc.)</li> <li>• Enter and maintain accident data</li> <li>• Add driver and vehicle suspensions</li> <li>• Clear Reinstatement Requirements for Driver and Vehicle Suspensions</li> <li>• Process and Maintain driver medical exclusion information</li> <li>• Oversee uninsured motorist program</li> <li>• Process Dealer Licensing applications</li> <li>• Perform Dealer Licensing Inspections</li> </ul>

		<ul style="list-style-type: none"> <li>• Administer program and process transactions for the International Registration Plan (IRP),</li> <li>• Administer program and process International Fuel Tax Agreement (IFTA) transactions</li> <li>• Administer program and process transactions for Single State Registration System (SSRS)</li> <li>• Maintain Performance and Registration Information Management System (PRISM)</li> <li>• Maintain SC Commercial Drivers License (CDL) AAMVA reporting system</li> <li>• Perform inspections for third party CDL testers</li> <li>• Administer and oversee New Entrant Safety Assurance Programs</li> <li>• Process Administrative Hearing Requests</li> <li>• Conduct Administrative Hearings</li> <li>• Process Administrative Hearing Results</li> </ul>
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## 6.2 Incorporating Organizational Knowledge

DMV uses various inputs to determine process improvements. Many of our most innovative improvement initiatives are initiated through AAMVA conferences which showcase key products and services germane to our industry. We take a proactive role in proposing legislation that will not only meet the needs of our customers, but also will streamline the administration of the law. Similarly, we structure many of our Requests for Proposals to solicit new and innovative solutions to technical and process challenges. Finally, our employees are an invaluable source of process improvement suggestions, and management actively solicits input from employees on all levels; many of these suggestions are operationalized into system processes and agency procedures.

## 6.3 Meeting Key Requirements through Day-to-Day Operations

We constantly monitor business processes and undertake improvements as detailed in 6.2. Since efficient systems are composed of inputs, processes and outputs that have been reengineered, by improving the systems and processes that produce the output measures from our agency, we directly affect performance through the adjustment of the inputs and processes.

## 6.4 Key Support Processes

DMV defines support processes as those internal agency processes that are required to support key core business processes aimed at external customers. Some key support processes include:

- Information Technology
  - Maintain an information technology system that supports core process transactions
  - Provide technical help desk support to employees
- Communications and Constituent Services
  - Maintain and implement internal and external communications plans
  - Provide ombudsman services, including tracking and follow-up of requests for assistance from external customers

- Policy and Planning
  - Develop, maintain and distribute official agency policies and procedures
  - Develop, maintain and distribute official agency business processes
  - Maintain agency strategic plan
- Training and Change Management
  - Develop and maintain training materials supporting training curricula
  - Communicate official agency operational changes to employees
- Human Resources
  - Maintain employee employment information
  - Administer employee benefits
  - Maintain classification and compensation system
- Financial Services
  - Maintain budget and accounting systems
  - Maintain control over fixed assets and inventory
  - Process requisitions and purchase orders

The primary input for support process improvement is the voice of our customers – our employees. The agency realizes that a key element in any superior system is the people who function within the system. DMV feels that systems aimed at supporting employees should be as efficient as those for our external customers, so that our employees can focus on doing their job, not on what the job is doing to them.

### **6.5 Managing and Supporting Key Suppliers**

Support is provided to key suppliers, contractors, and partnerships to improve performance and is based upon the actions and needs of the individual work units within DMV. DMV maintains relationships with contractors and suppliers through a listing in the Procurement Office. DMV holds vendors to a standard required for the specific need and requirement. The DMV Procurement Office and the Finance Office both ensure vendors deliver products and services requested and meet specifications within the required timeframe.

DMV has developed partnerships with many entities in order to provide a process beneficial to the public. These partnerships include the Department of Transportation, the Department of Revenue, the transportation industry, local law enforcement, county tax offices, the media, lien holders, driving schools, the medical community, the Hospital Association, AAMVA, colleges and universities, and others.



## Section III - Category 7 – Results

Because this is only the second year that DMV is submitting an accountability report as a separate agency, there is little baseline data against which to measure this year's results. Going forward, DMV will be in a better position to chart progress over time.

### 7.1 Performance Levels and Trends for the Key Measures of Customer Satisfaction

DMV uses three means of measuring customer satisfaction:

#### 7.1.1 Customer feedback received/solicited through Communications and Constituent Services Office

- DMV established a citizen ombudsman function in August 2003 through the establishment of the Communications and Constituent Services Office
- From July 2004 through June 2005, the DMV Communications and Constituent Services Office handled 1035 customer inquiries:
  - 54.2% were requests for general information
  - 31.2% contained negative comments regarding DMV services or policies
  - 3.5% praised DMV for the positive changes made in customer service
- If any customer inquiry indicates a negative comment regarding a DMV office or employee, an Accountability Report is issued to the appropriate senior leader for follow-up and required action. The Office of the Executive Director monitors these responses.

#### 7.1.3 Customer feedback received through surveys

In FY 05 we asked the University of South Carolina Institute for Public Service and Policy Research to include us in their semi-annual state survey. They conducted a telephone survey of 800 participants to gauge customer satisfactions with DMV services. We will continue to participate in this survey twice/year, and offer comparative results in the future. Table 7.1.3 shows selected results, shown as percentage of customers responding “very satisfied” or “somewhat satisfied”:

**Table 7.1.3 Customer Satisfaction Ratings**

<b>Field Offices</b> N=417	Courtesy/Attitude of Staff	Overall Ease of Process	Quality of Service Received	Speed of Service Provided
50.8% of those surveyed had visited a field office in previous year.	85.2%	81.5%	83.1%	75.4%
<b>Call Center</b> N = 64 ()	Courtesy/Attitude of Staff	Accuracy of Information Received	Quality of Service Received	Promptness of Service
8% of those surveyed had used call center	67.1%	58.7%%	49.9%	48.3%
<b>Online Services</b> N= 70	Satisfaction with ease of DMV's online process – 82.3%			
8.4% of those surveyed had used online services)				

Performance Goal for 2005. Improve individual and overall measures by 5%

## **7.2 Performance Levels and Trends for the Key Measures of Mission Accomplishment and Organizational Effectiveness**

Our key measures are geared around two areas: Meeting strategic objectives and monitoring comparative statistics.

### **7.2.1 Strategic Initiatives**

#### **7.2.1.1 Expand web services transactions for commercial, government and law enforcement customers**

- Objective: Develop web services business-to-business data interchange capability to migrate existing customers from outdated mainframe operations to business-to-business web services. Includes state portal customers, insurers, counties, magistrate courts. Improved service for law enforcement and other government entities. Improve real time access to DMV information by law enforcement through use of web-browser based technology.
- Results: Migrated 84 commercial customers to web services via NIC portal; migrated 34 counties to web services for renewal transactions. Improved service for law enforcement: and other government entities: Currently provide web service transactions to 3 state agencies (DOR, LLR and DOT) and the following law enforcement entities: FBI, U.S. Marshal, DEA, DOJ, BATF, SLED.
- In FY05, DMV will expand web service capabilities to include: sale of accident reports and traffic tickets; payment of fines resulting from insurance violations; verification of insurance for biennial registration.

#### **7.2.1.2 Enable Electronic vehicle registration by dealers**

- In a program begun as a pilot in FY 04, DMV developed a system to allow dealers to directly title and register vehicles onsite. This allows customers to walk away from a dealership with their vehicles already titled and registered.
- Objective: In FY05 our goal was to enlist 40 additional auto dealers to the system and fully automate 25% of all dealer transactions through the EVR system. Actual results are reported in Table 7.2.1.2

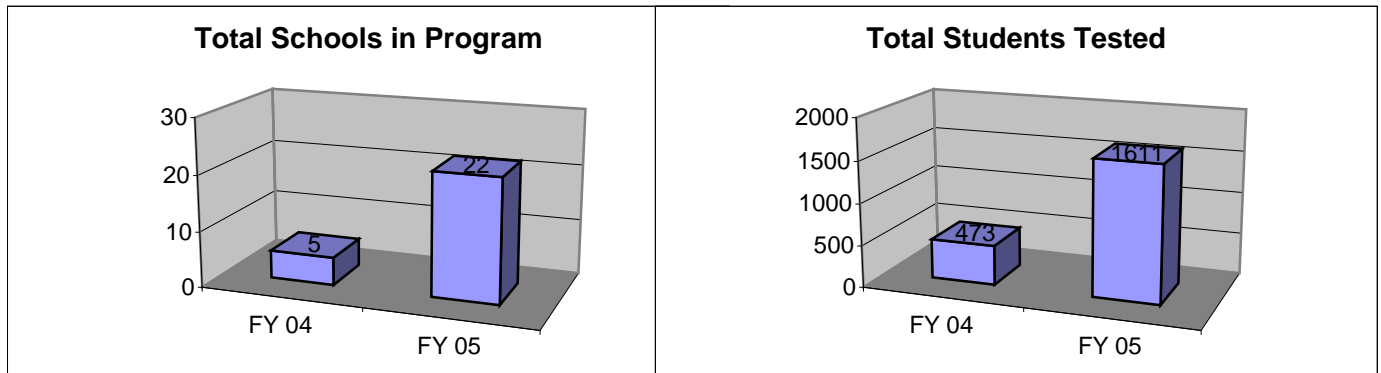
**Table 7.2.1.2**

	<b>FY 04</b>	<b>FY05 Goal</b>	<b>FY 05</b>
Total Approved Dealers	24	64	164
Total EVR Transactions	11,669	n/a	73,571
Total Counter Dealer Transactions	n/a	n/a	331,224
Total Dealer Transactions	n/a	n/a	404,795
EVR as % of total Dealer Transactions		25%	18%

#### 7.2.1.3 Expanded program to administer driver knowledge tests through area high schools

- The program began as a pilot in FY04 with 5 high schools across the state to administer knowledge tests at the school to eligible students.
- Objective: Increase participation by 16 schools; Results: The program added an additional 17 schools in FY05 and tested 1611 students, an increase over FY04 of 240%.

**Chart 7.2.1.3**  
**High School Knowledge Test Administration Results**



#### 7.2.1.4 Piloted centralized Motor Carrier Services and CDL test sites at strategic offices throughout the state

- In FY 05, DMV piloted a program to distribute IRP and IFTA transactions to field offices. In FY 05, we introduced these transactions at our Irmo/Ballentine field office. The program has already been expanded this fiscal year to Kingstree and Dillon offices, and will be expanded to an additional 6 offices statewide.

#### 7.2.1.5 Pilot County Decal Issuance Program

- Standards and processes have been developed for the 5-county pilot program. On June 1, 2005, Dorchester County started issuing 2006 renewal registrations and decals at its Summerville and St. George offices, as well as mail-ins. From 6/1/05 through 7/11/05, Dorchester County has processed 8,811 registration renewals through the DMV web interface for a total amount of \$116,133.
- Richland and Clarendon Counties are scheduled to begin issuing registration renewals through this web interface by the end of 2005. Anderson and Georgetown counties are scheduled to begin issuing registrations through this web interface by the spring of 2006.

#### 7.2.1.6 Maintained reduced statewide customer wait times.

- During FY04 DMV achieved a dramatic decrease in wait times statewide, when, as a new agency, we focused on proper staffing levels and improving efficiency. Wait times were reduced 77% from 66 minutes to under 15 minutes statewide. Objective: Continue to maintain reduced wait times statewide; Results: the average wait time statewide for the fiscal year was 10.1 minutes (higher for individual transactions in higher activity offices).

#### **7.2.1.7 Institutionalize Saturday service hours**

- During FY04 we piloted a program to open certain offices on Saturday. In FY05 we institutionalized that program.
- The following 6 DMV offices offer Saturday hours from 8:30 – 1:00 each week, except for holiday weekends: Lexington, Greenville, Rock Hill, Charleston Leeds Avenue, Aiken, Florence.
- The following table compares the total Saturday transactions performed in a given office with the total Monday – Friday weekday transactions performed in the same offices during the fiscal year.
- The total Saturday transactions performed for the year correspond to the office activity for a slightly below average volume office like North Myrtle Beach or Marion.

**Table 7.2.1.7 – Comparison of Saturday Transactions with Workweek Transactions**

OFFICE	TOTAL Weekday	TOTAL Saturday	Percent of Total
Aiken	107,500	4,429	4.1%
Charleston	162,138	16,077	9.9%
Florence	141,161	9,474	6.7%
Lexington	168,651	9,776	5.8%
Rock Hill	131,135	9,303	7.1%
Greenville	133,288	13,804	10.4%
	<b>843,873</b>	<b>62,863</b>	<b>7.4%</b>

#### **7.2.1.8 Develop and implement formal customer service training program for work units throughout the organization**

- DMV partnered with the Technical Colleges around the state to deliver customer service training to approximately 750 field representatives and 100 HQ representatives who deal directly with the public. The training was delivered at a cost of approximately \$62.00 per person, including travel. Because we've found this arrangement so beneficial, we plan on rolling out Phase II of customer service training in FY06. Objective: Train 100% of customer facing employees. Results: 98% of all customer representatives trained.

#### **7.2.1.9 Revise EPMS review**

- In order to prepare for implementation of a Universal Review Date in FY 06, the operant EPMS policy was revised and training was conducted to prepare managers for the new review system. By instituting a universal review date, DMV can better track reviews and ensure that they are completed in a timely manner.

#### **7.2.1.10 Implement Manager Training Program**

- Objective: Train 100% of all department managers in basic transaction reconciliation and fundamental Human Resources areas such as EPMS, disciplinary action, hiring practices, etc.; Results: All managers trained in EPMS review and new classification and compensation system. Select managers trained in specialized transactions, such as those resulting from the ALIR system.
- FY2006 – Develop and implement full Manager Training curriculum to include Associated Public Manager courses and basic end of reconciliation.

#### **7.2.1.11 Establish Employee Career Path Classification, Compensation and Performance Plan**

- Objective: Reclassify each employee into correct classification, based on current job duties. Implement first compensation step, bringing employees to correct base compensation for their job. Result: completed first step for all employees in pay bands 05 and below.
- FY 2005 objective is to establish transaction competencies and performance measures required for implementation of career path.

#### **7.2.1.12 Expanded outreach to non-English speaking customers**

- Objective: implement online document verification with BCIS for foreign customers in pending immigration status, and acceptance of pending documentation following online verification; Develop and implement Spanish version of SCDMV website; Develop written driver tests in Russian, Chinese and Vietnamese. Results: Implemented pending status verification program, written driver tests now available in Russian, Chinese, Vietnamese, Japanese and Korean.
- 28,662 driving credentials issued to international customers in 2005, compared to 26,773 driving credentials issued in 2004, a 7% increase.

#### **7.2.1.13 Implement and support DMV intranet to improve employee/management communications**

- Objective: establish vehicle through which policy, process, training, and emergency procedural information can be disseminated and retrieved by employees.
- Results: Implemented agency intranet in August 2004. Implemented *Operational Newsbreak*, a weekly online publication that informs employees of new and changed policies, procedures and processes. Issued 35 new/revised policies, 22 training directives, 15 fraud alerts and 31 editions of *Operational Newsbreak*. In December 2004, implemented *Push Report*, which explains system changes and their impact on processing.

#### **7.2.1.14 Implemented Livescan background check and fingerprinting system**

- As of January 31, 2005 all applicants for CDL with Hazmat endorsement must be fingerprinted and submit to a security background check by the FBI and the Transportation Safety Administration. DMV implemented this program on time in 10 field offices, using specially trained agents to take and transmit the fingerprints. Table 7.2.1.14 shows the total number of transactions processed between January 31 and June 30, 2005.

**Table 7.2.1.14**

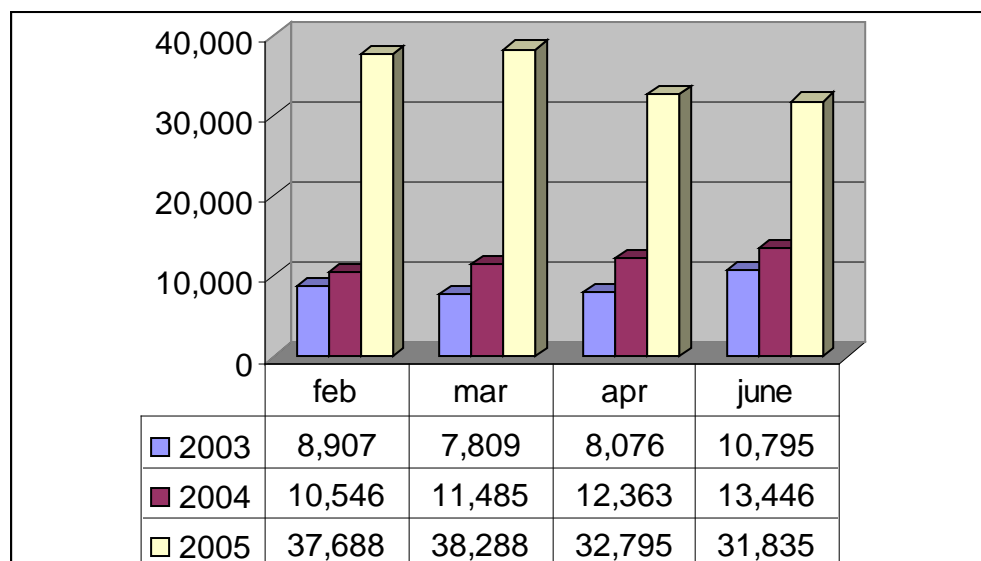
TESTING SITE	TOTAL TAKEN	TOTAL PASSED	In Process by TSA	TESTING SITE	TOTAL TAKEN	TOTAL PASSED	In Process by TSA
Spartanburg	133	93	40	Kingtree	47	30	17
Chester	63	51	12	Ridgeland	27	23	4
Ladson	130	95	35	Greenwood	39	33	6
Irmo-				Pickens	111	82	29
Ballentine	132	89	43	Dillon	107	78	29
North							
Augusta	70	45	25				
<b>Sub – total</b>	<b>528</b>	<b>373</b>	<b>155</b>	<b>Sub - total</b>	<b>331</b>	<b>246</b>	<b>85</b>

Grand Total	859	619	240
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#### 7.2.1.15 Implemented the Automobile Liability Insurance Reporting System (ALIR)

- In March, 2004 SC implemented the ALIR system, aimed at identifying uninsured motorists. The system became mandatory in September 2004 for the electronic reporting of Notices of Cancellation. In January 2005, suspension of the owner's driver's license as well as tags was implemented as the penalty for failure to obtain insurance subsequent to a cancellation.
- Chart 7.2.1.14 shows statistics for the 4-month period after the January 2005 implementation, and the number of cancellations received for the corresponding periods in 2003 and 2004, respectively. (note that the 2003 numbers are corrected from those shown in the FY 04 report).
- By identifying motorists who have cancelled their liability insurance, the Department can begin to reduce the uninsured motorist rate. Beginning in FY 06, DMV will begin capturing comparative statistics showing the effect of the program on the uninsured motorist rate.
- Also in FY 06, DMV will make enhancements to the system that will allow for reporting of insurance subsequent to an accident (FR10) directly through the ALIR system, as well as the real time updates for compliance transactions.
- The 2005 total transactions represent a 295% increase over 2003 and a 34% increase over 2004 totals, respectively.

**Chart 7.2.1.9**  
**Number of Notices of Cancellation Processed**



#### 7.2.1.16 Expanded Fraud Detection Program

- During FY05, we expanded our customer and internal fraud detection program by adding an Office of Professional Responsibility. We identified 232 cases of potential fraud, with 96 or 41% being referred to SLED for

further investigation. This compares with 200 cases identified in FY 04 with 72 cases being referred to SLED (36% of total investigated cases), an increase of 16% and 33% respectively.

## 7.2.2 Comparative Results

- Because DMV is now able to track comparative results, wherever possible we will begin reporting statistics and performance measures on a FY to FY comparative basis. Our comparative measures fall within the following categories:

### 7.2.2.1 Customer Service Transactions

#### *Total Transactions*

- Total transactions represent all DMV transactions for which a fee is collected, from all media. The totals include all field, headquarters, web and third party transactions.
- More than 32% of all direct customer transactions are processed through mail and web.
- Approximately 48% of all transactions are processed in field offices.
- Remaining transactions represent business-to-business transactions.
- The Call Center answered 426,553 calls, average wait time 4:31 minutes. Table 7.2.2.1a shows FY05 transaction volumes compared to FY 04. Note that *Miscellaneous Transactions* include purchase of driver records, payment of reinstatement fees and other transactions not identifiable in one of the other three categories.

**Table 7.2.2.1a**  
**Total DMV Transactions – ALL MEDIA**

	FY 04	FY 05	% change
Total Driver Transactions	1,729,493	1,827,208	5.6%
Total Title Transactions	1,623,833	1,620,671	-0.2%
Total Registration Transactions	5,134,800	5,409,299	5.3%
Total Miscellaneous Transactions	3,315,970	3,813,344	15.0%
<b>Total Statewide Transactions</b>	<b>11,804,096</b>	<b>12,670,522</b>	<b>7.3%</b>

#### *Field Office Transactions*

- There are 68 customer service centers located throughout the state. With the exception of 3 offices, all offer full service transactions including driver licensing services, vehicle registration, license reinstatements, and titling services. In addition to these services, 16 offices offer transactions for international customers, 34 offices offer skills tests for commercial drivers, and 10 offices provide fingerprinting for CDL hazardous material background checks. In FY 05 6,046,756 transactions were processed in field offices. This represents a 7% increase over FY 04.

### ***Customer Transactions Using Website***

- DMV currently offers the following transactions online: Driver's license renewal; Driver status inquiry; ID renewal; Pay late registration fees; Change address; Obtain duplicate license; Obtain duplicate registration; Pay license reinstatement fees; obtain driver records.
- The web transactions processed represents 13% of all field transactions processed for the same time period. This is equivalent and to the activity at the Charleston Leeds Avenue Office, one of the busier offices in the state. Chart 7.2.1.1 details the number of transactions performed through the web.

	FY 04	FY 05	% change
<b>Total Hits</b>	542, 476	758,340	40%
Total Payment Transactions			
Duplicate DL	4,389	6,013	37%
Duplicate Registration	2,213	2,529	14%
Modify DL	20,658	22,282	8%
Obtain Driver Record	*1652	165,107	
Pay Reinstatement Fee	2,462	2,832	15%
DL Renewal	24,571	28,492	16%
ID Renewal	506	438	-13%
Pay Registration Late Fees	591	**3163	435%
<b>Total</b>	57,042	230,856	***19%

\*Transaction did not come online until April 04

\*\* during FY 05 added website address to Registration Notice

\*\*\* excluding Driver Record Transactions

### **7.2.2.2 Compliance and Oversight Transactions**

*DMV monitors key transactions to determine trends in customer's compliance with the law. Going forward, we will begin reporting comparisons from year to year.*

**Table 7.2.3.2 Customer Compliance Transaction Activity**

Transaction type	FY 04	FY 05
Total Uniform Traffic Tickets Processed	1.5 M	1.31 M
DL suspensions processed	178,188	171,704
Number of Cancellation of Insurance notifications processed	123,764	
Number of other insurance related suspensions	41,886	56,627
Number of accident reports keyed	158,933	190,167
Sale of Accident Reports by Mail (new)	unavailable	60,218



### 7.2.2.3 Motor Carrier Transactions

- The table below indicates the number of transactions or services performed in each Motor Carrier program area.

**Table 7.2.2.3 Motor Carrier Services**

Activity	FY 04	FY 05
<b>International Registration Plan (IRP)</b>		
Active Accounts	6,237	6,333
Renewed Accounts	5,256	5,263
New Accounts	981	1,070
Active Apportioned Vehicles	21,950	21,390
Audits Conducted	190	172
<b>International Fuel Tax Agreement</b>		
Active Accounts	3,846	3,907
Number of Quarterly Filings	15,384	15,628
Number of Decals Issued	37,605	45,550
<b>Exempt</b>		
Active Accounts	606	574
<b>Single State Registration System (SSRS)</b>		
Active Accounts	2,082	2,418
<b>Certificate of Compliance</b>		
Active Accounts	1,247	1,635
New Accounts	186	438
<b>New Entrant</b>		
Safety Audits	379	219
Vehicle Inspections	7	147

### 7.2.2.4 Motor Carrier Services – CDL Compliance

- The table below indicates the number of transactions or services performed in the CDL compliance area of Motor Carrier Services. Note that routine area transactions were down in FY05 due to implementation of several new programs.

**Table 7.2.2.4 CDL Compliance**

Activity	FY 2004	FY 2005
Total Random Recalls	379	17
DMV 447 RT Audits	7	2
Third Party Tester Audits	251	154
DMV CDL Examiner Training	1	1
CDL TPT Truck Classes	3	2
CDL TPT Bus Classes	3	0
Covert Operations	9	9
Overt Operations	20	20
TPT Refresher Classes	8	0
TPT DOE Refresher Classes	1	0
CVSA Inspections	82	41

### 7.2.2.5 Document Processing

- Document Turnaround: DMV defines this measure as the time required from the time a document is received in the processing unit until the completed transaction has been returned to the customer or recorded on the customer's record. Table 7.2.2 illustrates average turnaround time in business days.

**Table 7.2.2 Business Day Turnaround for Document Processing**

Unit	Turnaround Time in Business Days		
	Jul-02	Jul-04	Jul-05
Mail In Titles Lien recording	70	3	same day
Alternative Media (DL renewals through mail or web)	11	1	same day
Mail in registration renewals	13	5	3
Sale of Motor Vehicle Records by mail or web	12	1	same day
Sale of Accident Reports by Mail (New)	unavailable	unavailable	12
Violations added to Customer Record	82	5	5
Notices of Cancellation of Insurance	115	1	1
Accident Related Suspensions	40	12	12
Accident Report Data Entry	12	1	1
Customer Service Center Dealer Work	20	3	1

### 7.3 Performance Levels for Key Measures of Financial Performance

DMV did not assume responsibility for accounting or other financial services until January 2004. Even when we assumed responsibility for the function, we did not have control over our own financial reporting systems. Since we assumed responsibility for those systems in May 2004 we have been closely monitoring expenditures against appropriations. Chart 7.3 – 1 details this tracking tool.

**Chart 7.3 – 1 Appropriations Versus Actual Expenditures**

	2003			2004			2005		
	Original Appropriations	Adjusted Appropriations	Year End Expenditures	Original Appropriations	Adjusted Appropriations	Year End Expenditures	Original Appropriations	Adjusted Appropriations	YTD Expenditures
0114							94,000	96,827	96,827
0158	21,829,506	20,765,481	20,765,481	19,171,987	19,228,770	19,228,770	12,667,159	14,805,143	14,805,143
0160	100,799	93,396	93,396	93,396	33,807	33,807	0	0	0
0170	<u>1,101,767</u>	<u>357,083</u>	<u>357,083</u>	<u>602,528</u>	<u>372,103</u>	<u>372,103</u>	<u>0</u>	<u>3,723</u>	<u>3,723</u>
	23,032,072	21,215,959	21,215,959	19,867,911	19,634,681	19,634,681	12,761,159	14,905,693	14,905,693
1201	3,082,702	272,335	272,335	530,926	1,183,582	1,183,582	59,954	185,133	185,133
1300				6,678,842	6,067,996	6,067,996	6,301,121	4,851,720	4,851,720
0700									
<b>State</b>	<b>26,114,774</b>	<b>21,488,294</b>	<b>21,488,294</b>	<b>27,077,679</b>	<b>26,886,258</b>	<b>26,886,258</b>	<b>19,122,234</b>	<b>19,942,547</b>	<b>19,942,547</b>
0158	0	1,494,183	1,455,848	1,173,224	6,444,703	6,084,738	8,806,795	13,834,067	13,335,909
0170	<u>0</u>	<u>2,101,618</u>	<u>2,077,030</u>	<u>37,589</u>	<u>3,532,589</u>	<u>3,350,161</u>	<u>3,976,299</u>	<u>3,261,742</u>	<u>3,135,922</u>
	0	3,595,801	3,532,878	1,210,813	9,977,292	9,434,899	12,783,094	17,095,809	16,471,831
1201	20,312,601	25,857,372	21,921,639	23,676,060	22,401,968	19,310,473	26,802,102	23,290,364	22,112,617
1300				164,000	2,750,500	2,624,101	3,399,567	4,863,308	4,848,150
0700	0	0	0	0	1,008,309	32,543	0	2,797,856	272,837
<b>Earmarked</b>	<b>20,312,601</b>	<b>29,453,173</b>	<b>25,454,516</b>	<b>25,050,873</b>	<b>36,138,069</b>	<b>31,402,016</b>	<b>42,984,763</b>	<b>48,047,337</b>	<b>43,705,435</b>
0158	115,119	621,096	537,923	633,467	633,467	439,500	429,834	529,834	500,670
0170	<u>90,000</u>	<u>131,649</u>	<u>97,088</u>	<u>90,000</u>	<u>141,300</u>	<u>135,345</u>	<u>93,750</u>	<u>93,750</u>	<u>65,870</u>
	205,119	752,745	635,011	723,467	774,767	574,845	523,584	623,584	566,540
1201	518,348	213,394	192,992	3,306,332	335,233	6,398	0	0	0
1300				279,606	279,606	162,972	149,645	174,645	165,920
<b>Restricted</b>	<b>723,467</b>	<b>966,139</b>	<b>828,003</b>	<b>4,309,405</b>	<b>1,389,606</b>	<b>744,215</b>	<b>673,229</b>	<b>798,229</b>	<b>732,460</b>
0158	0	0	0	0	74,812	70,788	70,000	119,369	111,093
0170							<u>158,222</u>	<u>171,505</u>	<u>161,447</u>
							228,222	290,874	272,540
1201	0	830,318	42,543	0	1,420,010	455,828	1,441,639	2,213,771	641,446
1300	0	0	0	0	21,335	19,856	80,631	85,832	78,402
<b>Federal</b>	<b>0</b>	<b>830,318</b>	<b>42,543</b>	<b>0</b>	<b>1,516,157</b>	<b>546,471</b>	<b>1,750,492</b>	<b>2,590,477</b>	<b>992,388</b>
<b>0114</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>94,000</b>	<b>96,827</b>	<b>96,827</b>
<b>0158</b>	<b>21,944,625</b>	<b>22,880,760</b>	<b>22,759,252</b>	<b>20,978,678</b>	<b>26,381,753</b>	<b>25,823,796</b>	<b>21,973,788</b>	<b>29,288,413</b>	<b>28,752,815</b>
<b>0160</b>	<b>100,799</b>	<b>93,396</b>	<b>93,396</b>	<b>93,396</b>	<b>33,807</b>	<b>33,807</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0170</b>	<u><b>1,191,767</b></u>	<u><b>2,590,350</b></u>	<u><b>2,531,200</b></u>	<u><b>730,117</b></u>	<u><b>4,045,992</b></u>	<u><b>3,857,610</b></u>	<u><b>4,228,271</b></u>	<u><b>3,530,720</b></u>	<u><b>3,366,962</b></u>
	<b>23,237,191</b>	<b>25,564,506</b>	<b>25,383,848</b>	<b>21,802,191</b>	<b>30,461,552</b>	<b>29,715,213</b>	<b>26,296,059</b>	<b>32,915,961</b>	<b>32,216,604</b>
<b>1300</b>	<u>See below</u>	<u>See below</u>	<u>See below</u>	7,122,448	9,119,436	8,874,924	9,930,964	9,975,505	9,944,192
<b>0700</b>	0	0	0	0	1,008,309	32,543	0	2,797,856	272,837
<b>1201</b>	23,913,651	27,173,419	22,429,508	27,513,318	25,340,793	20,956,280	28,303,695	25,689,268	22,939,196
<b>Total Agency</b>	<b>47,150,842</b>	<b>52,737,924</b>	<b>47,813,356</b>	<b>56,437,957</b>	<b>65,930,090</b>	<b>59,578,960</b>	<b>64,530,718</b>	<b>71,378,590</b>	<b>65,372,829</b>

FY2003 does not include Motor Carrier Services and Administrative Hearings.

\*Contributions are not included on spreadsheet above. Below are estimates only.

0158 cont. est. 7,056,655.17 7,019,180.85 6,470,034.08

0160 cont. est. 28,804.26 28,804.26 28,804.26

0170 cont. est. 271,986.71 265,776.05 76,662.29

7,357,446.14 7,313,761.16 6,575,500.63

DMV has started tracking additional measures for reviewing financial performance. Comparative results will be reported in the future:

**Budget Measures**

Budget Transfers	330
Cash Transfers	209

**Accounting Measures**

Vouchers (a/p) processed	3,372
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**Procurement Measures**

Total number of POs processed by fiscal mo/year	1,392
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**Total # of Sole Sources by Quarter**

<u>Quarter</u>	<u>Dollars</u>	<u>Number</u>
1	\$336,972	12
2	16,252	5
3	1,097,515	8
4	292,050	8
	<hr/>	
	\$1,742,789	33

**Total # of Emergency POs by Quarter**

<u>Quarter</u>	<u>Dollars</u>	<u>Number</u>
1	\$174,811	2
2	51,240	2
3	49,208	2
4	27,260	1
	<hr/>	
	\$302,519	7

**7.4 Performance Levels and Trends for Key Measures of Human Resource Results**

DMV did not assume responsibility for Human Resources services until January 2004. Beginning in this year's report, we can provide comparative statistics.

***EEO Goals: reported on federal FY basis. FY 05 figures will be available in October 05.***

<b>FY 2002-03</b>	<b>FY 2003-04</b>
93.9%	89.6%

***Workers Comp lost time claims:***

<b>FY 04</b>	<b>FY 05</b>
3 total claims, representing 3 total work weeks with a payment of \$18,951 for 2 of the 3 claims (the third claim has yet to be settled)	4 total claims, representing 26 total work weeks with a payment of \$15,783 for 1 of the 4 claims (the remaining 3 have not been settled to date.)

DMV will also develop additional measures for reviewing human resource performance in the coming year as follows:

- Timeliness and accuracy of EPMS completions
- Measurements resulting from employee surveys geared at measuring employee satisfaction

#### **7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?**

The agency complies with all external regulatory requirements from state and federal regulatory agencies, and submits regulatory reports as required. We are audited by a number of state and federal entities. For audits our performance goal measure is to achieve no material findings in any of our audit reports.

DMV follows the following guidelines:

- Accounting – STARS guidelines, Comptroller General, State Treasurer, CAFR year end closing package
- HR - State OHR regulations/ State Human Affairs Commission
- Budget – State budget office detailed budget submission
- Fleet – State Fleet guidelines, annual Motor Vehicle Management Review
- Fixed Assets – STARS, state surplus guidelines

#### **Regulatory Audits**

##### Financial

- State Auditor's Office
- State Procurement Auditors
- Legislative Audit council
- State Human Resources Desk Audits
- Procurement – audited at least once every 3 years

##### Motor Carrier

- FMCSA – CDL and PRISM audits every 3 – 4 years
- IFTA – 3-4 year audit cycle by IFTA, Inc.
- IRP – IRP Inc. every 4-5 years